

Memphis City Council

FY26 Budget Presentation

July 2025 – June 2026



Dr. Russ Wigginton
President
June 3, 2025



Organization Information

- » **History, other information about the organization:** On April 4, 1968, the nation's attention turned towards Memphis when Dr. Martin Luther King, Jr. was shot on the balcony of Room 306 at the Lorraine Motel. The aftershock of this event, often considered one of the most pivotal in the history of our democracy, plunged the Motel into a long and steep decline. In the early 1980's, a group of prominent Memphians formed the Martin Luther King Memorial Foundation to preserve this historic site. Through grassroots fundraising and with support from the City of Memphis, Shelby County, and the State of Tennessee, \$11M was raised to establish a civil rights museum within the Lorraine Motel designed to help the public better understand the history of the American Civil Rights Movement and its impact on furthering the ideals of America's founding principles – freedom, equality, and justice. The National Civil Rights Museum was the first museum in the country to present the comprehensive timeline of the American Civil Rights Movement. The Museum's core mission is to educate all visitors on the timeless lessons learned from the American Civil Rights Movement, while delving into how this remarkable era continues to shape the tapestry of equality and freedom on a global scale. The Museum offers guided tours and other facilitated dialogues to an annual visitorship of 250,000 guests as the history presented reveals the roots of implicit bias, racial inequities, and systemic racism. Schools, companies, and organizations continue to provide positive feedback about these experiences which are offered on a weekly basis.
- » **Is This a 501 c (3) Organization?** Yes
- » **990 Form-N/A**
- » **Have You Previously Received Funding From The City of Memphis? If yes, when?** Yes, the City of Memphis has been a longtime supporter of the National Civil Rights Museum, beginning in the 1980's through present day. Most recently, the City contributed \$1,000,000 towards NCRM's last major capital campaign in 2014. The City also contributes annually towards the Freedom Award.
- » **Contact Information For Your Organization (Contact(s) Name, Mailing Address, Phone #, and E-mail Address)**

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Program Objectives

- » **Mission:** The National Civil Rights Museum, located at the Lorraine Motel, honors and preserves the legacy of Dr. Martin Luther King, Jr. We chronicle the American civil rights movement and tell the story of the ongoing struggle for human rights. We educate and serve as a catalyst to inspire action to create positive social change.
- » **Problem Statement:** The Museum's current exhibitions, housed within the former Lorraine Motel footprint, guide visitors along the journey from enslaved African people arriving to the Americas and continues to tell the story of over three hundred fifty years of struggle, resolve, and triumph. Visitors complete the experience with a view of Room 306, but what has happened since 1968? How has Dr. King's legacy inspired civil and human rights movements around the world? Who picked up the torch and soldiered onward? What progress has been achieved and in what ways are we still challenged? This campaign will provide an opportunity for the post-1968 story to be told and to inspire the next generation of catalysts who will lead positive social change. The Legacy Building, also known as the Boarding House, will be renovated with exhibitions that draw from Dr. King's final book 'Where Do We Go From Here? Chaos or Community'. This theme illustrates the ongoing tension that exists when a variety of events, actions, policies and other factors push American society in either direction as we constantly navigate along the continuum. The Legacy Building exhibitions will explore five key themes: A stable job and a living wage for all; A safe home in a thriving community; Access to quality, inclusive education; Equal justice under the law; Freedom from gender bias.
- » **Goals:** Success will be evaluated based on the following metrics: 1) Increase number of exhibits by 3-5, 2) Increase annual number of Museum guests by 200,000, and 3) Generate an estimated \$1.425M in new revenue. As an economic driver in the city's tourism industry, the National Civil Rights Museum has also been creative in making the Museum a top-of-mind destination and a steady contributor to the city's revenue and brand. According to an independent 2019 survey, 75.5% of the Museum's visitors travel from 120+ miles to visit, with 15% traveling internationally and 85% visiting for the first time. As a site on the U.S. Civil Rights Trail, NCRM has collaborative potential to drive more national and international travelers to this city, particularly as it progresses through its latest initiative: the Become the Dream Capital Campaign. The Museum is also mindful of how this renovation engages local minority business owners. Approximately 40% of NCRM's local subcontractors are people of color or women. NCRM also anticipates that the Legacy Building renovation will increase full-time employment opportunities by 7-10 employees
- » **List Service (s) To Be Provided From City's Funding:** The City's funding will be directed towards the Legacy Building's renovation. The renovation will include an expansion of galleries spanning 1968-2025 and will feature the Poor People's Campaign, Freedom Award, today's movements towards civil and human rights, and the case around the assassination of Dr. Martin Luther King, Jr. Naming opportunities are also available for the City of Memphis at the \$250,000 level. Please see next slides.



Campus Expansion



Campus Expansion



BlueCross Healthy Place at Founders' Park



BlueCross Healthy Place at Founders' Park



Naming Opportunity: Poor People's Campaign Wagon



Naming Opportunity: Poor People's Campaign Entry Mural



Naming Opportunity: Legacy Pillars (\$250,000/ea.)



FY25/26 Funding Information

- » **Amount Requested:** \$250,000
- » **Percentage of Your Organization Budget That These Funds Will Cover:** Phase One of the 'Become the Dream' Capital Campaign has a fundraising goal of \$38,000,000. Phase Two will extend to \$55,000,000.
- » **Detailed Spending Plan for FY25/26 Requested Funding** (See Next Slide)

Quantitative metrics for success: Success will be evaluated based on the following metrics: 1) Increase number of exhibits by 3-5, 2) Increase annual number of Museum guests by 200,000, and 3) Generate an estimated \$1.425M in new revenue.



National Civil Rights Museum

Capital Campaign Budget (Phase One)

Project Costs

Construction	\$25,000,000
Consultant Fees	\$4,500,000 Designers, Architects, Scholars, etc.
Equipment	\$6,500,000 incl Exhibits & Media
Fees	
Contingency	\$1,000,000
Fundraising Expense	\$400,000
Interest Expense	\$600,000
Other (Identify):	
Endowment Goal (If Applicable)	
TOTAL COST (A)	\$38,000,000

Project costs based on what level of architectural plans (check one):

☐ Conceptual Plans
 ☒ Design Development
☐ Schematics
 ☐ Construction Documents

Gifts, grants, and funds formally pledged or paid:

Trustees	\$3,000,000
Staff	
Corporations	\$17,350,000
Individuals	\$537,238.03
Foundations	\$6,410,000
Government	\$10,000,000
Other (Identify):	
Other (Identify):	
TOTAL FUNDS AVAILABLE (B)	\$37,297,238.03
BALANCE REQUIRED (A minus B)	\$702,761.97

Timeline

Date work will/did start	6/5/2023
What is the completion date	1/19/2026
Date Building/Land purchased	2000
Equipment purchase agreement signed	N/A
Fundraising feasibility study completed	N/A
Study was conducted by	N/A
Leadership gift campaign started	07/01/2022
Leadership gift campaign concluded	N/A - Ongoing
Fundraising campaign will be completed	Est. 06/30/2027

Operating Impact

Impact of completed project on operating and maintenance budgets:

Expenses Increase/(Decrease) for:

Staffing	\$500,000
Utilities	\$24,000
Debt Service	
Maintenance	\$100,000
Other (Identify):	\$156,000 (Security)
Other (Identify):	\$80,000 (Custodial & Landscaping)
TOTAL	\$860,000

New Revenue:

Program Fees	\$1,050,000
Rental Income	\$150,000
Fundraising	
Endowment	\$225,000
Other (Identify):	
Other (Identify):	
TOTAL	\$1,425,000

National Civil Rights Museum

Operating Budget FY26

July 1, 2025-June 30, 2026

Operating Revenue

Education	875,000.00
Special Events	120,000.00
Annual Fund	712,500.00
Freedom Award	1,250,000.00
Admissions	3,727,302.00
Retail	1,789,221.00
Facility Rental	188,000.00
Apartment Rental	13,200.00
Other Revenue	0.00
Major Gifts & Grants	1,900,000.00
Total Operating Revenue	\$ 10,575,223.00

Operating Expenses

Salaries & Benefits	5,439,826.32
Staff Development	54,700.00
Employee Relations	53,050.00
Travel, Lodging, Meals, Meetings	104,900.00
Prof Assoc. Fees, Subs & Memberships	37,273.00
Legal	36,000.00
Audit	70,000.00
Consultants	147,500.00
Marketing & Advertising	179,800.00
Board Development	0.00
Bank Fees	8,400.00
Leased Office Equipment	10,436.00
Office Supplies	44,292.00
Postage	124,304.00
Printing, Artwork, Photography	76,200.00
Telephone Service & Equipment	90,404.00
Computer Tech Support & Minor Equipment	525,058.00
Web Hosting	5,000.00
Service Contracts	181,531.10
Custodial Services	216,512.55
Security Services & Equipment	192,637.80
Volunteer Supplies	10,300.00
Sponsorship & Development Expenses	4,000.00
Brickpaver Expenses	0.00
Community Relations	18,500.00
Changing/Travel Exhibits	36,000.00
Collections, Archives, Library	7,200.00
Licensing & Use Rights	7,250.00
Freedom Award	659,740.00
Education Programs	365,700.00
Special Events	30,500.00
Exhibit Maintenance	168,846.84
Supplies - Building & Custodial	48,500.00
Equipment Repair & Maintenance	13,800.00
Buildings Repair & Maintenance	83,000.00
Buildings & Grounds	59,325.00
Equipment & Equipment Rental	141,300.00
Facility Rental Expenses	8,400.00
Cost of Goods Sold (Retail)	805,149.00
Property Insurance	96,000.00
Utilities	218,600.00
Total Operating Expenses	\$ 10,379,935.61
NET SURPLUS/(DEFICIT)	\$ 195,287.39